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ABSTRACT

This manual outlines the program used by McGill University's McLennan Library to train new staff members in reference desk services. Relying heavily on the principles of learning by example, the training program embodies on-the-spot demonstration techniques which are included in two phases: initial training and further training. One week in duration, the first phase is highly structured to permit a basic introduction to policies, procedures, locations, and people. Upon its completion, the trainee works daily shifts at the desk and telephone, and begins further training which lasts two to three months. Throughout the program, time to browse and digest is scheduled to reinforce the verbal explanations of departmental functions, as well as to emphasize the best use of classic reference tools and services in the system. Most training sessions are conducted by the senior reference librarian and last one hour each. Both phases of the program are detailed step by step in the manual, which also provides sample schedules and a summary checklist of training activities. (FM)

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TRAINING PROGRAM FOR REFERENCE DESK STAFF

by

Lillian M. Rider

2d edition

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

Reference Department
McLennan Library
McGill University

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PREFACE

Every new staff member on a reference desk goes through some form of orientation, initiation or training. Whether or not this is structured or informal, written down or in someone's mind, whether it takes the form of, "show and tell" or of, "sink or swim", some form of training goes on before the new staff member fully understands what is expected and can contribute effectively to the service being offered.

Over the years the Reference Department of the McLennan Library, McGill University, has attempted to structure this training process for the purposes of efficiency, thoroughness and consistency. Fourteen individuals including two senior library assistants work at the reference desk on schedules varying from 18 to 5 hours per week. In the last year, almost 50,000 reference questions (exclusive of purely directional questions) were answered. About 10,000 of these were telephone queries.

The training program which has evolved and which appears below speaks for itself. (A description of it, however, appeared in Argus v.7, no.5, September/October 1978 p.127-130.) Addressed to the new staff member, the program also serves as an "aide-mémoire" for those conducting the training. It embodies, to a great extent, on-the-spot demonstration techniques relying heavily on the principle of learning by example.

TRAINING PROGRAM FOR REFERENCE DESK STAFF

INTRODUCTION

The emphasis of the training program is to make you, the new staff member, welcome and included as a useful and productive member of the Department as quickly and as thoroughly as possible.

The various activities which constitute the training program are listed and described below in a general order of importance. There are two major sections to the training, "Initial Training", the first week or so, and "Further Training", the first two to three months. After you have completed the Initial Training you will be doing regular shifts at the desk and telephone for four to five hours per day. The Further Training activities will be scheduled for the time you are not on duty at the desk. You should refer to this Training Program frequently to anticipate what sessions you are about to do and to review, daily or weekly, what you have covered. Do not hesitate to ask questions at any time.

The Initial Training, especially, is highly structured to permit a basic introduction to policies and procedures, locations and people. It is taxing, both physically and mentally, so "sitting" sessions are scheduled every couple of hours. Throughout the training program, time to browse and digest is stressed and is, in fact, scheduled to reinforce the verbal explanations of departmental functions as well as to emphasize the best use of classic reference tools and services in the McGill libraries system. Physical orientation, seeing where things are and handling of material, are integral to the training. Completion of activities is also very important. An attempt is made to schedule activities that can be completed in the time allowed and to avoid leaving things to continue "some day". Some sessions will be designed as introductions which you will have to complete on your own. Such cases will be made clear to you.

Unless otherwise stated in the descriptions, the Senior Reference Librarian (Professional Guidance) conducts the training sessions or makes the necessary arrangements. (In the absence of the SRL(PG) the Assistant Head of the Department fills in.) Also, unless otherwise stated, each session is of one hour duration. Adjusting to this pattern may be difficult but we will try to ease out of one session into the next with, if possible, some logic.

Those of you who are new to the city or to the McGill Community need extra attention, especially with regard to local resources and vocabulary. While the basic training will be given to everyone new to reference desk service, an individual program in terms of timing and emphasis will be worked out for each person. Detailed

weekly schedules will be given to you during the training period (see Appendix I). Lunch with a variety of staff members during the first couple of weeks will be encouraged, especially for those of you new to Montreal.

On the first day you will report to the Assistant Head of the Department who looks after the preliminaries - introductions, desk, coat racks, etc.

INITIAL TRAINING

REFERENCE DEPARTMENT HEAD'S TALK

This is a general welcoming talk on the services and philosophy of the Department as well as a discussion of public relations, the reference interview, the handling of reference questions and ethics.

Specific information to be conveyed in this session also includes:

1) Organization of McGill libraries including library & university governance
2) Organization of the Reference Department
3) Special assignments and related duties
4) Subject responsibilities, in general (a more extensive session will be scheduled later in the training program)
5) Appointment policies and procedures

6) Functions of the departmental secretary (and introduction).
7) Performance Evaluation Program (PEP).

PERSONNEL OFFICE

You must report on the first day to the Personnel Office to fill out the various forms necessary before your first pay check is issued. This is sometimes overlooked in the flurry of first-day activities so we will try to schedule it early on the first day. At this time you will be introduced to people in the Administration offices.

MEDICAL

During the first week you might have to go for a chest x-ray (if you have not had one in the last six months). An appointment can be made with the Student Health Service. (local)

INTRODUCTION TO THE REFERENCE STAFF AND OFFICE TOUR

The Assistant Head of the Dept. will see that you are introduced to all members of the Reference Department and know where they "live".

The office tour will include pointing out the supply cupboard, mending room, mail boxes, coffee room, more supplies, bulletin boards, etc.

It will also include:

1) Copy Service (with an explanation of how to get things copied)
2) Coin-Op Machine, and its procedures (demonstration of minor maintenance will follow at a later date).
3) Interlibrary Loans Office (detailed session at a later date).

MAIN FLOOR TOUR 2 hrs.

We will try to schedule this tour early in the day. It will consist of an overview of the main floor and tour of the Reference Collection.

First you will visit and be introduced to the Humanities and Social Sciences Area Library (HuSSAL) Offices and personnel and the Circulation Department and personnel. (You might remind your guide to have you sign, initial and explain the signatures sheet at Circulation.) Staff elevators, bridges to Redpath, McLennan Conference Room and washrooms will be pointed out.

The Collection tour will include:

1) Special Shelving Areas
2) Basic, heavily-used Reference books.

MANUAL AND "BEGINNER'S BUNDLE"

This session is to introduce you to Reference Department activities as well as to provide you with general information.

Manual: The Reference Manual is the basic written guide to and record of the Reference Department's policies and procedures as well as its relationships with the rest of the library system, the university and the outside community. It supplements and reinforces much of the active orientation and can be kept at your desk during the first few weeks at work.

As the manual contains much detail, your main responsibility is to understand what may be found in it and to know how to use it to obtain desired or needed information.

"Beginner's Bundle": You will be given a special package (with a binder) designed to help you familiarize yourself with your new position and the policies of the department.

The bundle will include:

1) Job description
2) PEP goals and objectives (personal, unit, department and area)
3) Copy of Training Program for Reference Desk Staff
4) Library Handouts (e.g. Reference Dept., Circulation, Catalogue, Gov. Docs., ILL, Information Services for McGill Libraries, etc.)
5) List of available student's guides
6) Telephone Service Policy } from Manual but most important
7) Reference Desk Service Policy } for immediate attention
8) Organization Chart of department
9) Languages read by staff
10) Subject responsibilities
11) List of staff with initials
12) Z class outline
13) Campus map with libraries marked

Additional Items covered in this talk are:

1) Reference meetings and minutes
2) Readiness for evening hours and choice, negative answers, independence at Ref. Desk
3) Working Conditions - schedules, hours, lunch, sick leave, holidays, etc.
4) Fringe benefits - Medical care, pensions, insurance, courses, Faculty club
5) Association of McGill University Librarians (AMUL); McGill Association of University Teachers (MAUT)
6) Security in the offices, lockers
7) Tea room

INTRODUCTION TO AND OBSERVATION OF TELEPHONE DESK DUTIES 2hrs.

This session explains and demonstrates our Telephone Service Policy, use of the intercom, and filling in telephone slips.

After an initial one-hour introductory session, you will be scheduled an additional 1 hour observation session before being assigned to answer the telephone on your own.

Books Newly Rec'd. Shelves and binders with Senate, etc. minutes kept by the telephone will be pointed out and explained briefly during one of these sessions.

INTRODUCTION TO THE REFERENCE DESK 2 hrs.

This is a very important session which will be scheduled early in the morning when the desk is not too busy. It serves as a basic introduction to service desk policies and procedures.

It includes explanation of the following:

1) Schedule: The daily schedule will be briefly outlined to explain general scheduling at the desk, fluctuations during the academic year, freedom to alternate or exchange hours, and responsibilities during breaks, etc. You will be told who is in charge of timetables and to whom to make requests for time free from the desk.
2) Clip Boards and statistics
3) Notes "Under Glass"
4) Catalogue Files at the Desk
5) Contents of Desk Drawers (including passes and keys)
6) Quick Reference Collection, etc.
7) Pigeon Holes and their contents

OBSERVATION AT THE REFERENCE DESK 7 hrs.

A total of seven one-hour observation sessions will be assigned. You will be assigned to one of the librarians on duty who will explain and demonstrate specific procedures and methods to answer questions. At this stage you should not attempt to answer questions but should try to take in what transpires. You are encouraged to ask any librarian any question at any time, but during these observation times at the desk you will have personal guidance.

During observation time at the desk you may be given telephone requests, especially those involving use of the McGill Union Catalogue (MUC) for checking "Do we have's". In addition, requests of variety and interest will be explained in order to give you an insight into in-depth questions, the problems they raise and the co-operative input they often require. Your work will be closely supervised at this stage.

REFERENCE QUESTION METHODOLOGY 5 hrs.

Methodology for some of the most frequently-asked types of reference questions will be outlined. Some of these sessions can be conducted quite early in the training process as they will serve as a review of some of the very basic reference books.

Topics for these sessions include:

1) "Do we have...?" and verification for monographs
2) "Do we have...?" and verification for serials
3) Addresses of publishers, institutions, etc.
4) Biographical information
5) (to be done after the first month or so)
"Trouble shooting" - when and who to call in Tech. Services (Acquisitions, Cataloguing, Kardex, Serials, Gifts, etc.), Reserves, Government Documents, Rare Book Departments, etc.

FURTHER TRAINING

After the Initial Training Stage you will be scheduled regularly (4 to 5 hours per day) on the desk with another librarian or on the telephone.

The following items in the training programme will be fitted into your daily schedule in addition to your hours of desk duty.

FEEDBACK & FOLLOW-UP — 6 hrs.

You will probably want to discuss your experiences and progress. This is to be encouraged at any time, even after training is completed. Once a week, during the training process, however, you will be scheduled a session with the SRL (PG) to insure that you have an opportunity to do so.

INFORMATION FILE — 2 hrs.

The librarian in charge of the Info. File at the reference desk will explain its use and its maintenance. You can use the remainder of the first one-hour session to look through it. If not completed in the scheduled sessions you can look at it while you are assigned to the telephone. When you begin to use the file you may have very useful suggestions for additions. Feel free to make such suggestions.

MUC PRACTICE (McGill Union Catalogue) — 5 hrs.

Use will best demonstrate the intricacies of MUC. One fact that you will soon realize is that there is much more recorded in the MUC than one would suspect after initial use. Checking ILL requests against the MUC, external accessions lists or Ref. Dept. orders are good and useful means of introducing you to the MUC.

PUBLIC CATALOGUES (MUC and Subject Catalogues)

The Head of the Reference Dept. will have a session introducing you to the intricacies of using the public catalogues. Included will be demonstration of: -

1) Past history of Cutter & LC catalogues
2) Main entry - personal, corporate, etc.
3) Filing rules
4) Subject entries - differences in Cutter & LC

Methods of reporting filing errors and authority problems to the 6th floor will also be explained.

MANUAL 4 hrs.

Sessions, one hour at a time, will be scheduled for you to familiarize yourself with the entire manual. The first sections are most relevant to desk work but it is important to know what is in the rest of the manual so that later you can find the needed information. Sessions for reading the manual should be approached as a follow-up to recent activities. As you are introduced to people, places and policies of the library, relevant sections of the manual will be pointed out so that your immediate impressions can by crystalized and reinforced through reading.

BROWSING 10 hrs.

Structured sessions, one hour at a time, for browsing will be assigned to help you become familiar with the collection.

Browsing is a very personal activity and each person has to work out an individual system for browsing which will continue throughout his/her career. During the training period we only anticipate establishing the initial habit. This will be discussed at the outset and advice and guidance will be provided.

To give the sessions greater immediate purpose they can be used as follow-up to something that was recently observed or used such as the Calendar Collection, a specific index, atlases, etc. You will have to keep track of what needs looking at and what has been consulted so a plan can develop and a pattern emerge.

In planning the beginning sessions, we will attempt to assign topics which can be completed in the specified time. For example, one hour sessions should be sufficient for each of the following: NUC pre56, Newspaper Stand, Serials Stand, Reference Desk Collection, British Museum Catalogue and British National Bibliography, Atlas Stands, Calendar Collection.

FINISHED TELEPHONE SLIPS 7 hrs.

You will be assigned a total of seven one-hour sessions with one of the slip checkers to review finished telephone slips. The purpose of this is to demonstrate thought and work processes. The previous day's slips will be most relevant to you as you will probably have had some input into them.

Finished telephone slips are invaluable to the training process. You may wish to use them to retrace the steps of a quesion or to familiarize yourself with particular reference works.

You will also be encouraged to develop the habit of looking through the finished slips when time permits especially those you took down, started work on, or contributed to - just to see that the work does get completed and how problems are resolved.

VERTICAL FILE

The librarian in charge of the V/F will demonstrate its contents and arrangement and explain its usefulness. He/she will also explain its collection procedures/policies and the list of subject headings used.

You will then have the remainder of the one-hour session to look through the contents of the file.

TECHNICAL SERVICES LIASON LIBRARIAN (ACQUISITIONS)

A session is conducted by the TSLL (Acq) to introduce you to the policies and procedures of acquiring new books into the Reference Collection. Emphasis is given to explanations of the Reference order file, Serials File and Books Newly Received Shelf. Liason work with the 6th floor will also be explained.

TECHNICAL SERVICES LIASON LIBRARIAN (COLLECTION MAINTENANCE)

A session is conducted by the TSLL(CM) as an introduction to the policies and procedures of maintenance of the Reference Collection. Included will be an explanation of the notes on the Reference Shelf List; procedures for transferring books in or out of Reference, recataloguing, binding, mending, etc. and memos to the 6th floor. The Reference Catalogue - its use, advantages and inadequacies - will also be explained. Emphasis will be placed on the possible locations of Reference books not on the shelves.

McLENNAN TOUR

This tour will be scheduled early in the day and will emphasize introductions to people and their positions, location of services and collections as well as give you a geographic orientation to the building. The need to establish a browsing habit in the stacks and the Current Periodicals Reading Room (CPRR) will be stressed.

Main features to be pointed out include:

- Floor charts and telephones
- Smoking rooms
- Washrooms/telephones/water fountains
- Sorting shelves
- Faculty studies
- Graduate students' carrells
- Honours students' shelves
- Seminar rooms
- Dictionary stands
- Typing rooms
- Service elevators
- Staff offices

Shelving procedures to explain include:

- Cutter & LC stacks
- Folio shelves in Cutter & LC
- Cutter Literature stacks
- Cutter Canadian history stacks
- Theses on 4th floor (AS42 since 1971)

Unique features on various floors include:

- CPRR & Gov. Docs. on 2nd floor
- Lande & New Books on 4th floor
- Elevator to RBD

REDPATH TOUR

This tour will be scheduled early in the day and will emphasize introductions to people and their positions, locations of services and collections as well as give you a geographic orientation to all floors of the building. Offices, elevators, stairways, lounges (staff and student) and Drop in Centre will be shown along with the UL, Blacker-Wood and Blackader Libraries.

The unique features of the Undergraduate Library will be pointed out in more detail. These include the following:

- Reserves: files, procedures and reading rooms
- Circulation: policies and loan periods
- Reference: files (e.g. Clipping file), collections (e.g. Children's Lit.), special duties (e.g. selection & orientation), procedures, etc.
- A/V Room
- Periodicals Room

COPY SERVICE

The supervisor of the Copy Service will explain the Service - what they do, procedures, relationships with ILL, and how the Reference staff use it.

At the same session you will be given instruction on maintenance of the coin-operated copy machine in the Reference Dept. This will include how to operate it, replace paper, clear a paper jam, etc. (Other staff members might request a refresher session at the same time.)

INTERLIBRARY LOANS - INTRODUCTION

The Interlibrary Loans Librarian will give you an introduction to the procedures and policies of the Interlibrary Loan Service, stressing ILL relationships with the reference desk and ways in which the reference librarians can be of most help to ILL and to the requestor after hours.

ILL VERIFICATION

One of the Interlibrary Loans librarians will conduct a session on the verification of borrowing requests. This will emphasize the lengths to which they must go and the differences with Reference Desk Verification. Samples of completed borrowing requests will be used.

PERFORMANCE EVALUATION PROGRAM (PEP)

After about a month on the job you will meet with the Head of the Department for a PEP orientation. Goals and objectives will be explained and discussed and PEP sessions to establish personal goals will be arranged.

REVIEW OF IMPORTANT POLICIES & PROCEDURES

Important policies such as telephone and desk procedures, privileges, stack passes, searches and call cards will be reviewed with you as a followup to the original explanations during desk duty. This review will be scheduled after about three weeks on the job.

2. McGill University Aids:

The following tools will be reviewed to help orient you to the McGill community:

1. campus maps
2. McGill telephone directory
3. McGill calendar (call attention to list of administrative offices)
4. V/F material on McGill, including Reporter, News, McGilliana
5. Convocation Lists
6. List of McGill graduates
7. Senate and University Library Committee minutes
8. Libraries Commission Report and related materials
9. McGill annual reports
10. Libraries' annual reports
11. McGill Daily

3. Form tours: These will include tours on Conferences, Translations, Calendars, etc.

4. Subject tours: This will be scheduled according to subject responsibilities.

SUBJECT RESPONSIBILITIES 2 hrs.

1. Head of Dept.

After several months on the job, you will have a session with the Head of the Dept. concerning your subject responsibilities and students' guides to be compiled or updated. This will also include an explanation and copies of the Reference Collection Policy and the Style Manual. It might also be useful at this time to arrange for you to attend a Selection Committee meeting.

2. Instructional Services Librarian

A similar session will be held with the Instructional Services Librarian to explain bibliographic seminars and tours as well as how to make faculty contacts.

EVENING AND SATURDAY SERVICE

After 2 to 3 months you will be ready to work evenings and Saturdays. Before this begins, a refresher session on the various aspects of evening/Saturday service will be held.

In general, when you start evening/Sat. duty, the training program for the Reference Desk is completed.

EVALUATION OF TRAINING PROGRAMME

After about four or five months "on the desk" you will be asked to evaluate the training program with the SRL (PG).

TECH. SERVICES AND COLLECTIONS TOURS 9 hrs.

Ideally you should go on staff orientation some time between your second and fourth month on staff. If this does not seem possible or probable, special tours will be arranged with those in charge for 1 hour visits, early in the day, to the following areas/collections:

1) Acquisitions McLennan (incl. Serials)
2) Cataloguing McLennan
3) Lande Room
4) Government Documents Dept.
5) Rare Book Dept.
6) Campus Libraries (2 or 3 of your choice)
7) University Archives (not on staff orientation so special tour will be arranged)

SUBJECT SPECIALTY TOURS 10 hrs.

Arrangements are made for each librarian in the Department to give you at least one one-hour subject or form tour of the Reference Collection. These tours are primarily locational in nature to show where the books are on the shelves. Brief comments will be made about the relative strengths of various works.

As well as being a useful and valuable introduction to the collection it will give you an opportunity to get to know each of the librarians. In some cases more than one tour per librarian might be arranged but first priority is to have one per librarian.

Before such a tour you should plan to read through the relevant Student's Guide... (or consult White, or Sheehy on the topic). Soon after the tour a browsing session should be devoted to the topic.

(NOTE: These subject tours are usually conducted as the last scheduled sessions of the training programme. By this time you will know your way around quite well and be gaining confidence daily. As a result less care is often taken with making the proper arrangements for these tours and they are slighted. This should be avoided at all costs. They are invaluable for helping you learn about the collection and often other staff members ask to go along for refresher tours).

First priority for such tours will be the following:

1. Theses:

   These require a detailed introduction to the various methods to control McGill theses. A senior Reference Librarian will explain these methods including the Thesis Directory, thesis file by subject and entries in the McGill Union Catalogue, theses classification, convocation lists, cataloguing/binding procedures, etc. Location tools for non-McGill theses will also be reviewed.

Appendix I:
SAMPLE SCHEDULES

REFERENCE DESK TRAINING

NAME: Artus Dectro WEEK: I. DATE: Jan. 22-26, 1979

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9:00-10:00	Ref. Dept. Head's Talk SS	Intro to Desk LR	R&M. (Verif. Mono. + Ser.) LR	Desk obs.(4) MW	Public Catalogues CS
10:00-11:00	Personnel Office	↓	↓	MUL practice(1)	Telephone
11:00-12:00	Intro's + Office Tour SMS	Telephone Obs. JW	Browse (1) (NUC pre 56)	Manual (3)	Desk obs.(6) VM
12:00-1:00	Manual + "Beginner's Bundle" SMS	Main Floor Tour (2) LR	Desk obs.(2) SMS	Info File (2)	MUL practice (2)
1:00-2:00	Lunch	Lunch	Lunch	Lunch	Lunch
2:00-3:00	Main Floor Tour(1) LR	Desk obs.(1) LR	Manual (2)	Browse (2) (BM + BNB)	Desk obs.(7) LW
3:00-4:00	Intro to Telephone MM	Info. File (1) JW	Telephone	Desk obs.(5) JW	Browse (3) (SSCI + AHCI)
4:00-5:00	Read "Bundle"	Manual (1)	Desk obs (3) MM	Ref. Dept. Mtg.	Feedback I LR

NOTES:

REFERENCE DESK TRAINING

NAME: Artus Dectro WEEK: II DATE: Jan. 29 - Feb. 2, 1979.

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
9:00-10:00	MUL practice (3)	Desk	Telephone Slips (1) MM	Telephone	Desk
10:00-11:00	Medical (x-ray)	Desk	Desk	MUL practice (4)	Telephone
11:00-12:00	Desk	Manual (4)	Desk	Desk	R.D.H. (3) (Addresses) LR
12:00-1:00	Desk	Telephone	Lunch	Desk	Lunch
1:00-2:00	Lunch	Lunch	Telephone	Lunch	Desk
2:00-3:00	Browsing (4) (AHA ers)	Telephone	Vertical File JW	Browsing (4) (Bk. reviews)	Desk
3:00-4:00	Telephone	Browsing (5) (Newsp. Indexes)	Desk	Desk	Feedback II LR
4:00-5:00	Desk	Desk	Desk	Ref. Dept. Mtg.	Desk

NOTES: Approx. 5 hrs./day on duty (desk or telephone)

Appendix II:

Name:_____

Date:_____

SUMMARY CHECKLIST OF TRAINING

I. INITIAL TRAINING

_____ Reference Dept. Head's Talk
_____ Personnel Office
_____ Medical
_____ Intro. & Office Tour
_____ Main Floor Tour (1)_____ (2)_____
_____ Manual & "Beginner's Bundle"
_____ Intro to Desk (2 hrs.)
_____ Intro to Telephone
_____ Telephone Observation
_____ Desk Observation (1)_____ (2)_____ (3)_____
(4)_____ (5)_____ (6)_____ (7)_____

_____ Reference Question Methodology
Verif.Mono_____ Biog._____ "Trouble"_____
Verif. Ser_____ Addresses_____ _____

II. FURTHER TRAINING

_____ Feedback & Follow-up
Week I _____ III_____ V _____
II_____ IV _____ VI_____
_____ Info File(1)_____ (2)_____
_____ MUC Practice(1)_____ (2)_____(3)_____ (4)_____ (5)_____
_____ Public Catalogues
_____ Manual (1)_____ (2)_____ (3) _____ (4)_____
_____ Browsing(1)_____ (5)_____ (8)_____
(2)_____ (6)_____ (9)_____
(3)_____ (7)_____ (10)_____
(4)_____
_____ Telephone Slips 1._____ 2._____ 3._____ 4._____
5._____ 6._____ 7._____
_____ Vertical File
_____ TSLL (Acq.)
_____ TSLL (C.M.)
_____ McLennan Tour
_____ Redpath Tour
_____ Copy Service
_____ Interlibrary Loans Office - Introduction
_____ Interlibrary Loans Verification
_____ PEP
_____ Review: Policies & Procedures
_____ Tours. Acq._____ Lande_____ Gov.Docs._____ _____
Cat._____ RBD _____ Archives _____ _____
_____ Subject Tours _____ _____ _____
_____ _____ _____ _____
_____ _____ _____ _____
_____ _____ _____ _____
_____ _____ _____ _____
_____ Subject Responsibilities (1)_____ (2)_____
_____ Evening & Saturday Services
_____ Evaluation of Training Program